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PRESENTATION BY THE DIRECTOR OF TRAINING
TO THE JUNIOR OFFICER TRAINEES
3 OCTOBER 1958

For the next two years, you, our Junior Officers, will be on the Table of Organization of the Office of Training. Training will be your home. As Director of that home-Office, I wish to review the purposes of our training program planned especially for you, tell you of some of its earlier history, and to explain the aspects of your present and immediate future activities. These aspects may be repetitions for many of you have already discussed them with [REDACTED] and his Staff; some of you have discussed them with me. However, I am repeating them for emphasis. They are important for your full understanding and receptivity to the Program.

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The purposes of the Program are to prepare the Junior Officer Trainee for Career Service in CIA by comprehensive indoctrination and training, to develop in him a genuine respect and enthusiasm for his job, and to motivate him toward high job productivity and career tenure. (I shall not consider military aspects of the Training Program at this time.)

Let me briefly go into the history of the JOT Program which began in October, eight years ago. When General Walter Bedell Smith, (as you know, formerly Ambassador to Moscow, formerly Chief of Staff to General Eisenhower, and then, in 1950, Director of Central Intelligence) talked to me here in Washington in October of that year, he told of what he considered to be two of the most important activities of Central Intelligence Agency. One was a Program of Career Service in the Agency, and, as a vital part of that Career Service Program, what has come to be known as the Junior Officer Training Program.

You may remember that October 1950 was the height of the Korean conflict, a conflict which had distinct bearing upon the future of the Central Intelligence Agency. A so-called failure of intelligence had been attributed to this Agency because we had not accurately predicted the day on which the ChiComs would come into the conflict. At least one of the results of the "failure" was that the one-star Admiral who was Director of CIA was replaced by General Smith who now became a four-star General. That is nothing against the very able capabilities of the one-star admiral; it merely meant that President Truman and the National Security Council wished to give greater authority to the Central Intelligence Agency than it could have had under the leadership of a one-star admiral, or a general of less rank.

With the increased authority given the Central Intelligence Agency, increased responsibilities were given to it through the Director that required particularly, expansion of capabilities; this, through

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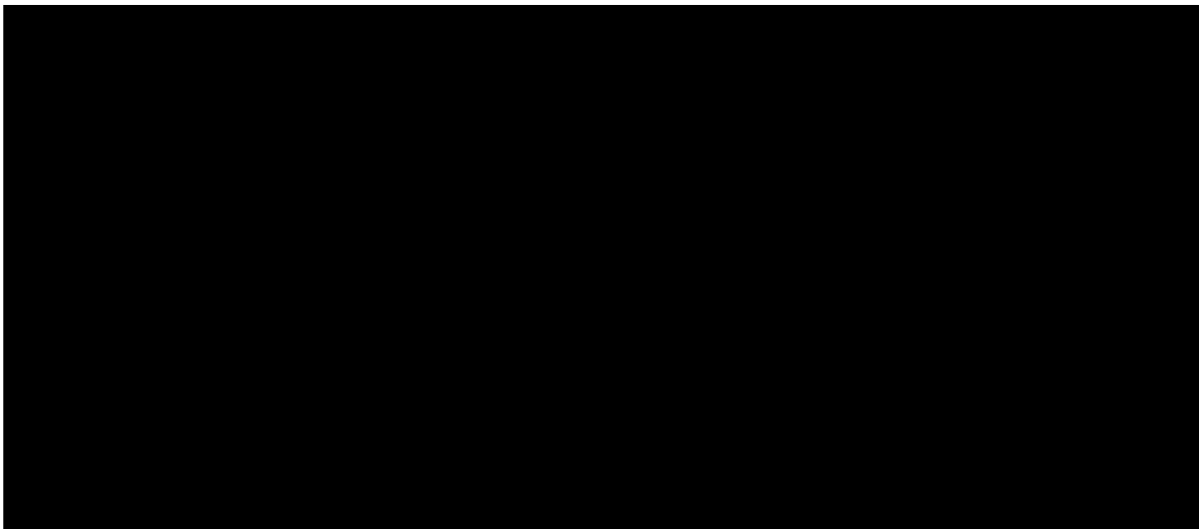
employment of large numbers of personnel. The predecessor of the present Director of Personnel actually had as his goal, to bring into this Agency a thousand people a month. He never quite met it, but he did bring into the Agency far more people than should ever have been brought into an intelligence agency. To counteract that trend, he asked that a Junior Officer Trainee Program be inaugurated so as to bring in a small number of highly selected, highly qualified men and a smaller number of similarly qualified women who, after careful training, indoctrination, and experience could be the group from which his successor would be chosen. That is briefly, the background for the existence of our JOT Program.

As part of this Career Service concept, external JOT's brought in under the system I have described, were to be augmented annually - or at any time - by internal JOT's who qualified for Career Service in the intelligence community. I am happy to say that we have drawn from both internal and external facets and that the present group is well represented by both.

We have made mistakes in the past. I don't think any organization that starts out courageously with a new idea doesn't make mistakes. But we have also made some great achievements. I'm going to list some of the things JOT's have done in the last seven years that I think are important.

This year we saw the first JOT promoted to a GS-15. He was graduated in the JOT Class of '51, and is now deputy chief of an office. We had two outstanding OCS graduates of the year in our military program; two Patterson Award winners.

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We can safely say that the system of JOT's supervising JOT's is actually in effect. (To the interest and perhaps embarrassment of one of [REDACTED] staff members, we have a system in the Office of

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Training Career Service whereby instructors and others rotate periodically to operational assignments. [REDACTED] Deputy at the time, took a rotational assignment overseas and found that he was supervised by a JOT whom he had brought into the Agency.)

The third principal point that I would like to explain is the specific program of training on which you are about to embark. It will consist of four significant parts. The first has to do with a sixteen-week period of orientation training that will be given at headquarters for all of you. The second part varies from twelve to twenty-four weeks and consists of skills training. (For this particular type of training you will be divided into three separate groups.) The third part has to do with your on-the-job training which will be a minimum of six months - and, maybe more extensive in some cases. This again, will be for all of you. The fourth phase or part will be language and area training, appropriate to your specific jobs.

Orientation Training, that is the first sixteen weeks of training, is divided into five major blocks of instruction. The first block, for one week, is called Orientation, and it is just that on the United States Government, CIA in the Government and the Intelligence Community. It has, as its objectives, to develop an understanding of the importance of intelligence in the national security framework through a review of its historical development, its evolution since World War II, and its present responsibilities in support of national policy; to develop understanding of the role of the various intelligence agencies in Government, their interrelationships and responsibilities within the intelligence community; and, to define and describe the functions of CIA, its major components, its responsibilities for the collection, production, and dissemination of intelligence, and its responsibilities for conduct of other activities.

The second block of Orientation Training is a Survey of International Communism. This will be for six weeks. The objectives of this instruction are to develop a comprehensive knowledge of the ideology, organization, and method of the major opposition in the present world conflict as represented by international communism, consisting of the nations of the Sino-Soviet Bloc and of the Communist Parties, and the associated organization in the Free World, and to acquaint the trainees with the general problems which confront the Central Intelligence Agency in carrying out anti-Communist operations. Another aim is to provide a realistic appraisal of the weaknesses and the vulnerabilities of international communism as well as to inculcate a thorough awareness of the challenge and threats facing the United States and other nations of the Free World.

This is not a theory course nor is it an academic course similar to any you may have taken in the better universities. You will find it has a different approach for, fundamentally, it is based on classified material and not based on overt material that some theorist developed within his ivy-covered walls.

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Having set the stage of the enemy's capabilities in the Survey of International Communism, the third block of your Orientation Training will be the American Outlook. This will be a two-week course. Its objectives are to reacquaint the student with the basic elements of strength and vulnerability of the United States, to give the student a general orientation of the situation, objectives, and problems of the United States; to familiarize the student with the broad outlines of the decision-making processes, and with the participants, limitations, and checks through which the United States responds to world challenges, opportunities, and dangers; and to enable the student to see his own career in specific relationship to the problems and potentials of the United States as a world power. It will be a forthright attempt to evaluate the assets and liabilities of the United States in today's conflict. For this course we have chosen a minimum number of academicians and a maximum number of doers - people who have been on the firing line and who know how difficult it is to make intelligence policy.

Intelligence Techniques will be the fourth block of instruction. Again, it will be given at headquarters for four weeks. Its objective is to give the student a better understanding of the nature and purpose of finished intelligence, of the problems inherent in the production of intelligence, and of the techniques and skills required in solving these problems.

All intelligence officers need this course in Intelligence Techniques even though they may not be given the responsibilities later of producing finished intelligence. This is that part of Orientation Training where you are made aware of the differences between CIA's methods of writing, reporting, analyzing, and briefing and those methods to which you are presently accustomed. (This is what I should have had when I came to CIA with three degrees in English and had to learn how to write!) You will also learn far more about the substantive, overt processing offices.

? The fifth, and final, block of Orientation Training will be a three-week Clandestine Services Orientation; again, for all of you, irrespective of your projected assignment. The objectives of this course are to describe the need for, and the role of, the Clandestine Services in the present world conflict; to teach the organization, authority, mission, and function of the Clandestine Services; to describe their relation to other elements of CIA and to the United States intelligence community; to acquaint the Junior Officer Trainees with policies, doctrines, and techniques employed to achieve specific objectives of the foreign intelligence, psychological and paramilitary, and the counterintelligence elements of Clandestine Services; and to describe the demands and requirements levied on the individual in clandestine operations.

Again, all of you will need this block of instruction. Even though you are on the overt, processing side of the Agency (and this

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may be your first assignment), you may have to levy requirements on clandestine services people and it will be you who will be processing their "take".

In the second major part of the program you will begin to go separate ways. Until this time you will have had sixteen weeks of Orientation Training. Now you will go into skills training.

The first group which has been selected for assignment in the components of the Deputy Director for Intelligence will receive twelve weeks of intensive instruction in a "graduate" Intelligence Techniques Course. Its objectives will be outlined later for those of you who have been so assigned.

For JOT's who have been selected for assignment in the components of the Deputy Director of Support, Administrative and Support Training, comprised of three separate courses, again totaling twelve weeks, and conducted for the most part at headquarters, the objective of that training will be discussed at the time of the instruction.

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The third principal part of your JOT training - six months or more - is what we call "on-the-job" training. This is one of the distinctive features of the Program and differs from the training of other employees who enter the Agency through other than the JOT Program. No two of you will be treated alike from this time on. You have had your formal training; you have had group training, skills training, your orientation training. From this point no two of you may ever be in the same office again, or in the same training course.

Within the needs of the Agency you will be assigned to a position which you are considered most qualified to fill at this particular time; that is, at the end of your formal training period - your skills training. You will be under the supervisory control of an operating component in practically the same status as any other employee of the Clandestine Services, the DD/I, or the DD/S, but you will be under the administrative control of, and still have your home base with, the staff of the JOTP.

None of these job situations will be entirely similar. In some you will get orientation with the offices contiguous to the one you are in; in other offices you may get none. You may get some briefing; you may get none. You will get good supervision in, we hope, most cases; then again, you may get no supervision. Remember, however, that at this point it is the needs of the Agency that come first.

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How about opinion of immediate supervisors?

What is the objective of this phase? this on-the-job training? The objective is to reach a three-way agreement as soon as possible. The three factors in that three-way agreement are, in order of priority, the needs of the Agency, the opinion of the Junior Officer Training Staff as to the kind of job you are best qualified to fill, and, your own desires in the matter.

The last phase of your training will be language and area training, as appropriate. Although we believe it is part of the professional preparation for all intelligence officers to have language competence and fluency, you will be given this training if it is required for your assignment. Obviously, if you are going to the Clandestine Services your training in language will be largely for spoken fluency; for reading fluency in the Offices of Deputy Director of Intelligence, and both speaking and reading, but with less fluency needed, if you serve under the Deputy Director of Support.

The Agency has divided foreign languages into three main Groups: Group I languages are the more easily learned languages, German, French, Spanish, and Italian, which you will probably take while you are a JOT. If you have had any study in these you can be brought up to a usable or adequate proficiency rather quickly. If you have had any Russian, a Group II language, you will probably take that training while under the JOT Program. However, you will probably study other Group II and Group III (Oriental) languages when you are in the operating components. These require two to three years in which to gain a useful level of fluency.

The Staff of Junior Officer Training Program insists on language and area training as part of the professional preparation for intelligence officers. We don't do it quite as intensively as the Russians. If you were a Russian and were receiving language training now, you probably would have been through a ten-year, boarding-school course where you might have had, for instance, Hindi, or Urdu; this, from the age of eight through the age of eighteen. Then you might well have been sent to the Institute of Eastern Languages for a six-year course in language and area. During the first two years you might have had intensive Chinese; the third year, you would have been expected to take a second Eastern language, let's say, Vietnamese. Throughout the six years of these two language training courses you would have had whatever world language would be most applicable. If you had taken Hindi or Urdu to use in India, you would also be expected to take English which is a world language and is still used in India. But if you were going to Vietnam you would take French in addition to your Chinese and Vietnamese. About the middle of your fifth and sixth year you would go abroad for a year of study. We can't quite offer you this kind of a program as yet. (The Bureau of the Budget has imposed some limitations on that!) But we are well aware of the sufficient importance of language training.

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There's an aftermath to your JOT training which, I think, is important for you to understand. As in all Government agencies, private enterprise organizations, and academic institutions, there is a certain amount of bureaucracy and certain amount of mediocrity in the middle-grade levels - even in this Agency. You can't escape it in any large organization.

What form does this mediocrity take? It may take the form of the chief's wanting to look good; or, it may be a question of the expediency of an assignment. There is bound to be a certain amount of favoritism and politics in any organization, and you may find yourself - as do a number of young people in any organization - behind some middle-grade level who will do his level-best to keep you where you are. CIA has safeguards against this as far as you are concerned. When you leave the JOT Program, and if you have been successful in the Program, a recommendation will go to the Director of Personnel which reads, "In our humble opinion, and based on the following performance in training and the performance on the job, this young man merits career consideration as long as he continues to show potential for development." The Director of Personnel then can make the operating component show cause as to the "why" of any subsequent assignment for you. And if, in his opinion, that assignment is not consistent with your past performance and your potential for greater development, he will have the authority to change that assignment. You won't know if you are on this junior-executive inventory or not - and you may never need it - but it is there for the man who deserves it.

Another thought I would like to discuss. Why this particular program for you? You could say to me, "I've been selected for this Program because of my motivation for service, my objectively tested potential for CIA service, my adequate intelligence, my adequate common sense and good judgment, my adequate general or specific preparation, my adequate prior-performance rating, my integrity, loyalty, my sense of moral values and decorum." You might say further, "These are the requirements of a successful intelligence officer - I already have them. Why twenty-eight or forty weeks of formal training, and, plus or minus, six months on the job, and two years of the JOT roles? Why not put me on a job and let me get on with it?"

Generally, the attributes that you have listed are the basic essentials of the good intelligence officer. But they are not enough. The intelligence business today is a highly developed, most complex, technical and challenging profession. You will never know all you need to know about it. In your commendable efforts to become expert at it, you will never stop learning and you will never learn enough. Disabuse yourselves now, if you have not already done so, of any misconceptions that you may have acquired from the paperback penny dreadfuls, television or movie scripts on the glamorous exploits of the OSS or on the spy nets of the czars. This is not a business for amateurs. You are no longer playing in the Ivy League, or the Big Ten, or the Coast Conference.

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To bring this point home, let me ask you a question. How well do you think you compare with your counterpart in the Russian Intelligence Service? Let me give you a few facts bearing on this question. One of the little advertised aspects of de-Stalinization was what we call the "unwrapping" of the overseas Russian intelligence officer. By "unwrapping" meant that, instead of keeping closely within the walls of the embassy or under disguise and going out only at night on business, the Russian intelligence officer who was overseas started to move around in social circles. He attended cocktail parties and all kinds of social functions. Our own Director of Foreign Intelligence at the time, remarked that our people abroad were surprised to find out how "good" these Russian intelligence officers were; and by "good" he meant only one thing - what good linguists they were, and how much knowledge they had of the country to which they were accredited; how much they knew about music, the arts, the history, agriculture, mineralogy, the ornithology of that area. They were good! The 1958 Russian Intelligence Service JOT isn't the relatively ignorant old Bolshevik of the '20's, or even the '40's; and, the RIS man of the '60's is going to be even better!

Sputnick and the months since have certainly raised a question in the minds of many of us as to how Americans compare with the Soviets in military might, military know-how, scientific and technical ability, both qualitatively and quantitatively, and even in industrial know-how and production which we always looked upon as the particular corner we had on the rest of the world. Can we say with any assurance that we are now superior to the Russians in those phases of our activities? Can we afford to be complacent about the quality or quantitative superiority of CIA to the Russian Intelligence Service? We haven't as many people as the Russian Intelligence Service - nor as much money. And, of equal significance to the difficulties of the problem, we work under a democracy. But are we perhaps more intelligent? More sophisticated? Do we have better judgment? Or, with apologies to the southerners, is it that we just have something we call "Yankee ingenuity?" Are we better prepared or educated?

will likely have had a ten-year, sponsored and selected boarding school training in which they will have had a minimum of six hours of contact instruction each day and six days a week of history, geography, foreign language, and ideology. And the geography and the history that they learn are not the kind that you learned in your primary and secondary schools. Their geography is military geography of the United States and it is far superior to that taught in our schools. They receive intensive training in physics,

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chemistry, and mathematics. Their courses are not taught to entertain; no pretty pictures. These JOT's are taught! They take it and like it!

They don't get courses in eurythmic dancing and home economics and TV acting and other things at school that are on our high school programs. They do get them, however, in their Communist Party organization. While they are with the Pioneers (if they're young enough) or with the Young Communist League (until the age of twenty-six) they get such things as a course in tourism, or in bivouac. They get photography, fishing, hunting, chess, motor repair, marine activity, aviation; all this outside the classroom.

They must also be graduates of Party schools and one of many military academies. The best of these then go to the Military Diplomatic Academy of the Chief Intelligence Directorate of the Soviet Armed Forces. And, Soviet ideology underlines this entire training - from second grade through the highest intelligence academies.

Standards of eligibility for the RIS JOT's are high and rigid. (You may find something familiar in this.) Requirements include extraordinary political reliability, excellent health, a clean personal service and social record, and no relatives living abroad. In addition, every trainee must be thirty-two years of age or younger, a secondary school graduate, a graduate of a military academy, with two years of command-experience, and with some service in an intelligence organization.

The program for those who are accepted begins each fall and continues for four academic years. In spite of intensive interviewing and processing, trainees are informed of the special nature of the training only after the fourth semester, and continued attendance is mandatory for satisfactory students. In other words, you can be hired but you can't quit.

From the fourth semester on, two-year students attend special intelligence courses. The Entrance Examining Board determines suitable intelligence officer material at the military academy level. There is a simultaneous evaluation to determine probable areas of specialization. Considered in this assessment are physical characteristics, interests, abilities, and language qualifications. Trainees are organized in four, 100-student classes at four academic levels, and in ten courses offered by six principal departments: General Preliminary, Special Preparation, Preparation for the Military Diplomatic Service, Foreign Armed Forces, Area Studies, and Foreign Languages. In addition, advanced political indoctrination is carried on throughout the training. When they have completed their training, as far as ideological understanding of Communist Party doctrine and USSR's imperial policy goes, they know it! Now, you ask yourselves how much you really know about the policies that underlie our country.

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The General Preliminary Department is responsible for training in military history, military science, legal science, music, literature, logic, philosophy, and psychology.

The Special Intelligence Department covers intelligence training for students in their third and fourth years. In the third year, instruction is given on the history of intelligence, comparative intelligence services and their techniques, the tasks of Soviet intelligence organization and military intelligence, and on and on. (We are going to attempt to give you in less than one year of formal training what our opposition teaches in four years.)

The Department of the Preparation of the Military Diplomatic Service conducts courses in collection in an official capacity, overt and covert tasks, the apparatus organization of legal residences, diplomatic reporting, and diplomatic etiquette. Their training of a diplomat is no different from their training of an intelligence officer.

In the Department of Foreign Armed Forces a study of the organization of the US military takes precedence over all other studies.

The Area Studies Department divides students into groups by geographical area of future assignment and for specialized training in one of the specific countries and its immediate neighbors. Emphasis is given to geography, politics, economics, industry, history, agriculture, and means of communication.

The Department of Foreign Language is divided into groups. Each student is a part of a five-man language study group. He is assigned a primary and a secondary language. Additional courses are devoted to Soviet law, and chauffeur training (there's one thing we seem to have on them; we don't have to teach our JOT's to drive a car!) The majority of graduates are assigned abroad as attaches. Offices of the Ministry of Foreign Trade are under cover of the Ministry of Foreign Affairs and the Tass News Agency.

May I repeat the question which started all this? How well do you think you compare with your counterpart in the Russian Intelligence Service?

Gentleman, don't become restive about, or during your formal training period. The best and most experienced brains in CIA, including Mr. Dulles, have determined that the training program on which you are embarking represents the minimum basic time necessary to prepare you for your initial assignment in CIA. now (?)

Another question which you may well ask is, "How am I selected for my initial assignment in one of the three major components of the Central Intelligence Agency?" The most important factor in this decision is the needs of the Agency or your Government. This will have

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preference throughout your career in CIA. You don't choose what you are going to do in this Agency. The needs of the Agency come first - always.

You may have, because of your background, a specialized skill which obviously and immediately satisfies the three-way agreement mentioned earlier, that is, the Agency, decisions or recommendations of the Staff of the Junior Officer Training Program and the gaining office, and your own desires. If you are not in a category of a specialized skill which becomes obvious initially - and most of you are not - many and varied factors play a part. The JOTP Staff has gathered, and will continue to amass a wealth of information about you that, because of their knowledge and experience in the Agency, will make their recommendations of first importance. This information comes from background material which you have supplied and will supply them. Your own desires will be given careful consideration - but after the sixteen weeks of Orientation Training. In fact, this is one of the primary purposes of the orientation program - to acquaint you with the myriad skills and requirements of this Agency so that your abilities and potential may be matched against them.

The JOTP Staff has also received and will continue to receive additional information about you from others. This will be carefully weighed with what they already know and with your own expressed desires. This additional information comes under the heading of "assessment and evaluation."

Let me say something about this sometimes-misunderstood custom. First of all, assessment and evaluation is utilized for the benefit of the Agency. It might even be said that it is utilized for the benefit of the taxpayer and for you. You will be assessed and your work in the training courses will be evaluated for one reason: to provide data which will contribute to the most efficient use of your talents. There is nothing mysterious about assessment and evaluation. You have used it all your life and you will continue to do so. Consciously or unconsciously. Your parents and your friends use it. Your teachers have used it; people with whom you come in contact have used it. Job recruiters have used it, and certainly, supervisors. It goes on all the time.

Nor is there anything underhanded about assessment and evaluation. It is all open and above board. You are not going to be spied upon. Your rooms aren't going to be bugged. [REDACTED] went down to [REDACTED] where he took a course very similar to the one you are going to take. He and his group of young and older men were convinced that their rooms were bugged and that they were being evaluated through the "take". There wasn't a word of truth in it.

I have told you that the profession of present day intelligence is highly complex and highly technical. It also comprises more types of jobs than any other organization inside or outside Government.

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There is hardly an 'ologist, or an "ist" of any kind that you can think of that isn't found in CIA. We presume that you have demonstrated general suitability for general work in CIA or else you wouldn't have been selected. But we're by no means certain in the case of most of you, for what specific job in CIA you specifically are best suited. The wrong man in the wrong job is always annoying, time-consuming, wasteful, and embarrassing. But in the case of CIA, the wrong man in the wrong job may jeopardize the success of an operation of great importance to this Government and actually endanger the lives of others. This is not an exaggeration.

So you will be assessed and your training performance will be evaluated for your own good. Don't resent and don't fight the problem. Be yourself, do the best you can and forget about it!

The old saw of generalist vs specialist. This is somewhat related to the assessment process. Some JOT's, I am sure, feel that the quickest way to reach the top is to be a generalist. Gentlemen, I say, in my humble opinion, that the CIA is composed of a number of brilliant specialists. Its successes and achievements result from the brains of many and varied experts and not from "paper pushers." If you already have a skill, develop it further. There is bound to be a use for it in CIA. If you do not consider you have developed any specialized skill, then this new training program is that much more important to you. As I said before, that is one of the main purposes of the training program - to acquaint you with the many and varied skills CIA requires in order to determine in which one you have the best chance of making a success.

The first sixteen weeks and much of what follows could be described as generalist training, but you are not being trained to be a generalist. This is not a two-year training program similar to that which a number of New York City banks put on where they rotate their man from one activity to another in the bank and two years later graduate him as a banker. Such a procedure is diametrically contrary to the need-to-know principles of any good intelligence agency (certainly this one), and in the case of CIA, it would be practically impossible. You would have reached the age of retirement before you would have completed a rotation cycle. You would be a Jack-of-all-trades and master of none. CIA needs master-Jacks.

If you aspire to be a "paper pusher", don't let me dull your ambition. You can be one. I suggest, however, that the quickest way to become an executive, or a manager, or a supervisor is to call attention to yourself by being damn good in your speciality. In the course of turning out an outstanding speciality performance, you will have plenty of opportunity to demonstrate the executive-manager-supervisor ability. It will be recognized. Then you will have to exercise all your talents to resist being made one! If you don't resist successfully, you will end up chained to a headquarters desk between the "in" and the "out" boxes, getting ulcers over the office budget. I know.

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One last sensitive point. As JOT's are you a member of a career "elite corps" within the Central Intelligence Agency? Yes, but, if by word or deed you admit it to anyone but yourself and your wife you may lose the privilege of that membership.

General Smith, had no fear of the ugly words "elite corps." He said, "If you are good enough you ought to be recognized as such. We are not interested in mediocrity. We are interested in the people who are good - whom we can count on." That was his concept of career service. He looked upon career service in this Agency as composed of a very few, but excellently qualified and motivated people. You are a member of that group. You are members of a privileged group in CIA because you have certain privileges which are denied other employees of CIA. You are supposed to be more intelligent than other CIA employees - and the average intelligence of those other CIA employees is higher than it is in other Government agencies, including Atomic Energy Commission.

Another privilege you have is that you are getting training that no other Agency employee has ever received. You are also being paid for two years or more of non-productive work, except when you get on the job. You will know more about the Agency as a whole than anybody else who has come into the Agency. You will enjoy promotion opportunities while a Junior Officer Trainee that others do not have. And you will enjoy career management opportunities that are denied the rest of the Agency but that you will have for the rest of your career.

But again, the words "elite corps" are ugly words under a democracy, particularly in a civilian organization. You are going to be taught; you are going to be supervised; you are going to work along side of people who have not enjoyed these privileges. Don't hang a medallion around your neck to tell them you are a member of the "elite corps." Remember, the membership in this elite group carries not only privileges but great responsibilities as well. Only the best is expected of you. You are a JO; be a regular "Joe," in addition.

This is the greatest team effort that has ever been brought to bear on any one activity in the Central Intelligence Agency. There are more people involved in the training of a few than at any other time in the history of this Agency. Resources of the Office of Training, [REDACTED], have been put at the disposal of this Program, and there are literally, dozens of other people, Mr. Dulles included, who are vitally interested in this Program. Again, it is the greatest team effort we have ever had. I am very happy to be a member of that team.

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